

Shoppers Stop

Estimate change TP change Rating change



Bloomberg	SHOP IN
Equity Shares (m)	88
M.Cap.(INRb)/(USDb)	15.2 / 0.2
52-Week Range (INR)	447 / 131
1, 6, 12 Rel. Per (%)	5/-46/-57
12M Avg Val (INR M)	23

Financials & Valuations (INR b)

Y/E March	FY20	FY21E	FY22E
Sales	34.6	22.7	29.8
EBITDA	5.5	1.5	4.5
Adj. PAT	-1.2	-3.4	-1.3
EBITDA Margin (%)	15.9	6.8	15.0
Adj. EPS (INR)	-14.7	-41.0	-16.1
EPS Gr. (%)	-289.1	178.7	-60.8
BV/Sh. (INR)	8.0	NM	NM
Ratios			
Net D:E	30.8	NM	NM
RoE (%)	NM	NM	NM
RoCE (%)	16.5	NM	1.7
Payout (%)	0.0	0.0	0.0
Valuations			
P/E (x)	NM	NM	NM
EV/EBITDA (x)	3.0	9.1	3.1
EV/Sales (x)	0.5	0.6	0.5
Div. Yield (%)	0.0	0.0	0.0
FCF Yield (%)	11.0	14.2	7.6

Shareholding pattern (%)

As On Jun-20 Mar-20 Jun-19										
Promoter	63.9	63.9	63.7							
DII 20.8 21.1 18.2										
FII 6.7 7.0 7.0										
Others 8.6 8.1 11.1										
FII Includes depository receipts										

CMP: INR 173 TP: INR 190 (+10%) Neutral

Sharp cost reduction, but prolonged recovery risk prevails

- Shoppers Stop's (SHOP) 1QFY21 revenues tanked 93.5% YoY (40% miss) due to store closures. However, better-than-expected cost control measures with 45% reduction in operating expense restricted EBITDA loss to INR1b (v/s est. INR1.1b and INR1.4b profit in 1QFY20).
- Despite outstanding cost rationalization, we have cut FY21 EBITDA by 37%, due to 10% revenue cut given the prolonged recovery expectation and lower gross margin. We have cut FY22E EBITDA marginally by 4%, led by revenue cut.

EBITDA loss lower than estimated on better cost control

- Revenues plunged 93.5% YoY to INR539m (40% miss). Gross margin dropped 970bp to 32.1%. The revenue decline was due to complete store closures in Apr-May'20 and partly in Jun'20. Owing to the lockdown-led restrictions, SHOP's stores operated at 17.6% capacity in 1QFY21.
- EBITDA turned to loss of INR1b (v/s est. INR1.1b and INR1.4b profit YoY).
- SHOP reported higher other income of INR1,040m in 1QFY21 (v/s INR24m in 1QFY20) as it adjusted cash rental waivers of ~INR1b in other income, in line with MHA guidelines. Subsequently, PBT/PAT stood at -INR1.5b/-INR1.2b. Post adjustment of INR39.9m accelerated depreciation, net loss stood at INR1.1b.
- SHOP did not add any departmental stores on a net basis in 1QFY21. Its total departmental store count stood at 84. Further, strength of its beauty stores remained flat at 132.
- 'First Citizen' customers' contribution to sales stood at 76% of total revenues (v/s 79% in 4QFY20). Further, the beauty segment's contribution to sales increased to 22% (v/s 18% in 4QFY20).

Highlights from management commentary

- COVID-19 recovery: SHOP has 72 departmental stores operational as on Aug'20 with 70% lower footfall. Demand should remain muted in 2QFY21 while the festive season should lend support in 3QFY21. Revenues are expected to remain flat or marginally increase YoY in 4QFY21.
- **Revenue break-even:** SHOP should reach break-even on quarterly basis at revenue of INR7-8b/INR9-10b in FY21/FY22E.
- Cost reduction: SHOP's opex declined YoY by INR1.86b (INR1.12b in other cost and INR740m in rentals), including one-time exit employee cost of INR110m. SHOP is targeting annual savings of INR4.5b in FY21, of which, INR2-2.5b should be sustainable.

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Valuation and view

- SHOP is likely to witness pronounced impact as it caters to high-ticket sized customers, which may down-trade due to the economic impact of COVID-19.
 Further, it has higher proportion of stores in malls, which are seeing lower footfalls.
- SHOP's strategy of countering the falling footfall with higher (a) transaction size,
 (b) private label mix (15%), and (c) online revenue share are welcoming.
 However, it is too small to move the needle.
- Transition of new management at these uncertain times could dilute SHOP's competitive position.
- We value SHOP on an SOTP basis and assign EV/EBITDA of 8x to standalone (SHOP) and EV/sales of 1x to Crossword on FY22E to arrive at a TP of INR190.
 Maintain Neutral.

Standalone - Quarterly Earning Mo	odel											(INR M)
Y/E March		FY2	.0			FY2	1		FY20	FY21	FY21E	Est. Var
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			1Q	(%)
Total Revenue from Operations	8,324	8,453	9,941	7,092	539	3,724	8,746	8,186	33,810	21,195	895	-40
YoY Change (%)	NA	2.3	-0.5	-29.0	NA	-55.3	3.5	-17.7	-2.9	-37.3	-89.2	
Total Expenditure	6,942	7,081	7,966	6,326	1,563	3,854	7,128	7,149	28,315	19,695	2,038	-23
EBITDA	1,382	1,372	1,975	766	-1,024	-130	1,618	1,037	5,495	1,500	-1,143	-10
EBITDA Margin (%)	16.6	16.2	19.9	10.8	-189.9	-3.5	18.5	12.7	16.3	7.1	-127.6	
Depreciation	884	878	934	1,696	997	1,001	1,014	1,043	4,392	4,056	1,060	
Interest	484	474	478	508	552	550	550	548	1,944	2,200	550	
Other Income	24	181	66	64	1,040	300	300	300	335	1,940	29	
PBT before EO expense	38	201	629	-1,375	-1,533	-1,382	354	-255	-506	-2,816	-2,723	-44
PBT	38	201	629	-1,575	-1,533	-1,382	354	-255	-706	-2,816	-2,723	
Tax	14	255	681	-247	-382	-271	69	-50	703	-633	-534	
Rate (%)	35.8	126.7	108.3	15.7	24.9	19.6	19.6	19.6	-99.5	22.5	19.6	
Reported PAT	24	-54	-52	-1,328	-1,151	-1,111	284	-205	-1,409	-2,183	-2,190	-47
Adj PAT	81	-54	-52	-734	-1,112	-1,111	284	-205	-759	-2,143	-2,190	-49
YoY Change (%)	-17.4	-140.7	-111.1	-343.3	-1,476.6	1,968.8	-644.8	-72.1	-175.9	182.2 -	-2,812.0	

E: MOFSL Estimates

Key Performance Indicators

Y/E March		FY20)			FY2:	1		FY20	FY21	FY21E
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			1Q
Shoppers Stop Stores											
Total Stores	83	84	89	84	84	84	85	87	84	84	84
Store Adds	0	1	5	-5	0	0	1	2	1	0	0
Revenue/store	113	108	130	88	6	43	103	104	438	6	9
Beauty Stores											
Total Stores	132	135	143	144	143	143	146	153	144	143	144
Store Adds	5	3	8	1	-1	0	3	7	17	-1	0
Revenue/store	13	13	15	11	1	8	15	13	53	1	2
Gross Margins (%)	42.8	41.4	42.6	40.0	32.1	36.0	39.0	36.9	41.8	32.1	41.8
EBITDA Margins (%)	16.6	16.2	19.9	10.8	-189.9	-3.5	18.5	12.7	16.3	7.1	-127.6
PAT Margins (%)	1.0	-0.6	-0.5	-10.4	-206.1	-29.8	3.3	-2.5	-2.2	-10.1	-244.5

E:MOFSL Estimates

Key operating metrics

- 'First Citizen' member count remained the same at 7m (similar in 4QFY20). Repeat purchase from members stood at 67% (an increase of 1%).
- Personal Shoppers' program contributed 18% of sales with 2.3x average ticket size.
- Private and exclusive brands contributed 15% of total sales.

SHOP launched 11 new brands in the beauty segment. Furthermore, it launched private brands of sanitizer kits and hygiene essentials.

■ SHOP's average ticket size improved 34%.

COVID-19 impact

- The company is strengthening its omni-channel presence and capabilities. It has initiated a digital transformation journey from mid-Jul'20 with a leading international consulting company to significantly improve customer experience, and thereby, grow its business.
- It has revamped its 'First Citizen Loyalty Program' and transformed it into a complete digital program.
- The company continues to focus on cost reduction and has successfully reduced the monthly cash-burn rate. This should reduce the company's cost by 35% i.e. INR4.5b on consolidated basis in FY21. Of this, it has already realized savings of INR1.85b in 1QFY21.
- In this uncertain environment, the company has enhanced its focus on cash conservation to maintain short-term liquidity and balance sheet strength.
- SHOP had cash and investments in mutual funds of INR850m as of 1QFY21. It also availed a term loan of INR750m in Jul'20 (in addition to INR750m term loan availed in May'20) to deal with commitments in the coming quarters.

Exhibit 1: Shoppers Stop - SOTP Valuation

	Methodology	Driver (INR b)	Multiple	Fair Value (INR b)	Value/sh (INR)
Standalone (Shoppers Stop)	EV/EBITDA	4	8	36	408
Crossword	EV/Sales	2	1	2	19
Total Enterprise Value			1	38	427
Less Net debt				21	237
Equity Value				17	190
Shares o/s (m)				88.0	
CMP (INR)					172
Upside (%)					10

Source: MOFSL, Company



Source: Bloomberg, MOFSL



Source: Bloomberg, MOFSL



Highlights from management commentary

- COVID-19 recovery: SHOP has 72 departmental stores operational as on Aug'20 with 70% lower footfall. Demand should remain muted in 2QFY21 while festive season should lend support in 3QFY21. Revenue should remain flat or increase marginally YoY in 4QFY21.
- Revenue break-even: SHOP should reach break-even on quarterly basis at revenue of INR7-8b/INR9-10b in FY21/FY22E.
- Cost reduction: SHOP's opex declined YoY by INR1.86b (INR1.12b in other cost and INR740m in rentals), including one-time exit employee cost of INR110m. SHOP is targeting annual savings of INR4.5b in FY21, of which, INR2-2.5b should be sustainable.

Revenue

- COVID-19 Impact and recovery: Stores were completely closed during Apr-May'20. SHOP reopened 52 departmental stores in Jun'20 (80% footfall decline) and has opened 74 stores (70% footfall decline) as of now. Sales were down 60% YoY in Jul'20; however, some stores in tier 2 cities have reported sales level of 80-100% YoY. Demand should remain muted in 2QFY21 while the festive season should lend support in in 3QFY21. Revenues too should remain flat or increase marginally YoY in 4QFY21.
- Operating metrics: Overall store days declined by ~82% YoY in 1QFY21. Due to WFH policies, athleisure, sportswear, masks, personal grooming, kids-wear and women ethic home-wear categories are performing better. Further, average ticket size improved 34% and conversion rate increased 20%.
- Omni channel: SHOP was working on omni channels from the last 2-3 years and COVID-19 has propelled this initiative. Ecommerce contributes 18% to total sales with significant drop in losses YoY.
- Private brands: Share improved due to (a) better product and price range, (b) consumer's focus on value products, and (c) the 'Personal Shopper' program, which recommends private brands. Ecommerce growth in private brands was 20% in 1QFY21 (v/s 14% in 1QFY20). SHOP lost last 3-4 weeks due to backward integration of IT, which should get completed by end-2QFY21.
- **Expansion plans:** SHOP is targeting to open 5 of the 12 pre-decided stores in FY21. The remaining stores would be delayed. In the long run, store opening target remains the same; however, it is targeting smaller size stores in tier 2 cities, which have lower capex and variable rental with lower payback period.

Cost

- Cost reduction: SHOP's opex declined YoY by INR1.86b (INR1.12b in other cost and INR740m in rental), including one-time exit employee cost of INR110m. The company is continuously looking to reduce cost and is targeting annual savings of INR4.5b of which, 40% should come from rentals and 60% from other cost. INR2-2.5b of total cost savings should be sustainable.
- Rent reduction: Rent declined by 60-65% YoY in 1QFY21 and should decline by 50% in 2QFY21. SHOP is negotiating for the period after Sep'20 for rental reduction.

Inventory: SHOP has written off INR550m of inventory in 1QFY21, in line with its conservative policy. Industry-wide discounts are lower and SHOP is not looking at going ahead with steep discounting.

Others

■ **New management:** SHOP is actively looking for Mr. Rajiv Suri's replacement and should make an announcement within 3-4 weeks.

Exhibit 4: Standalone quarterly performance (INR m)

	1QFY20	4QFY20	1QFY21	YoY%	QoQ%	1QFY21E	v/s Est (%)
Total Revenue	8,324	7,092	539	-93.5	-92.4	895	-39.8
Raw Material cost	4,765	4,256	366	-92.3	-91.4	521	-29.7
Gross Profit	3,559	2,836	173	-95.1	<i>-93.9</i>	374	-53.8
Gross margin (%)	42.8	40.0	32.1	-1067bps	-791bps	41.8	-972bps
Employee Costs	826	718	748	-9.5	4.2	683	9.5
Rent	85	185	0	-100.0	-100.0	118	-100.0
SGA Expenses	1,266	1,168	449	-64.5	-61.5	716	-37.3
EBITDA	1,382	766	-1,024	-174.1	-233.7	-1,143	-10.4
EBITDA margin (%)	16.6	10.8	-189.9	-20653bps	-20073bps	-127.6	-6229bps
Depreciation and amortization	884	1,696	997	12.8	-41.2	1,060	-5.9
EBIT	498	-930	-2,021	-506.3	117.4	-2,203	-8.2
EBIT margin (%)	6.0	-13.1	-374.9	-38087bps	-36177bps	-246.0	-12889bps
Finance Costs	484	508	552	14.1	8.6	550	0.3
Other income	24	64	1,040	4221.6	1538.3	29	3448.3
Exceptional item	0	-200	0	0.0	0.0	0	#DIV/0!
Profit before Tax	38	-1,575	-1,533	-4128.3	-2.6	-2,723	-43.7
Tax	14	-247	-382	-2903.6	<i>54.6</i>	-534	-28.5
Tax rate (%)	35.8	15.7	24.9	-1087bps	921bps	19.6	530bps
Profit after Tax	24	-1,328	-1,151	-4810.2	-13.3	-2,190	-47.4
Adj Profit after Tax	81	-734	-1,112	-1476.6	51.4	-2,190	-49.2

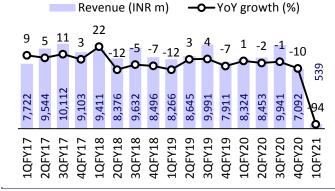
Source: MOFSL, Company

Exhibit 5: Standalone estimate change summary

	FY21E	FY22E
Revenue (INR m)		
Old	23,575	29,308
Actual/New	21,195	28,105
Change (%)	-10.1	-4.1
EBITDA (INR m)		
Old	2,373	4,607
Actual/New	1,500	4,428
Change (%)	-36.8	-3.9
EBITDA margin (%)		
Old	10.1	15.7
Actual/New	7.1	15.8
Change (bp)	-299	4
PAT (INR m)		
Old	-3,237	-1,177
Actual/New	-3,976	-1,311
Change (%)	22.8	11.4
Adj. EPS (INR)		
Old	-36.8	-13.4
Actual/New	-45.2	-14.9
Change (%)	22.8	11.4

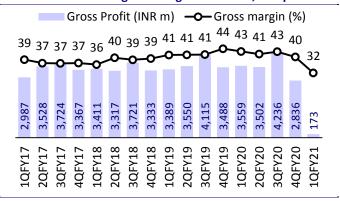
Story in charts

Exhibit 6: Standalone revenue down 94% YoY



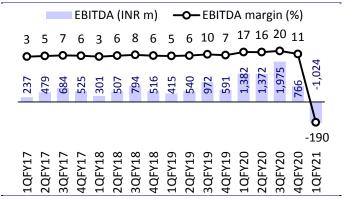
Source: MOFSL, Company

Exhibit 7: Standalone gross margin declined 1,070bp YoY



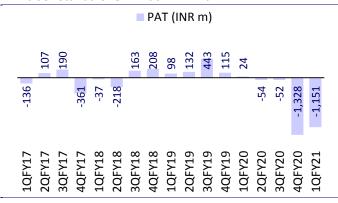
Source: MOFSL, Company

Exhibit 8: Standalone EBITDA turned to loss of INR1b



Source: MOFSL, Company

Exhibit 9: Standalone PAT at -INR1.2b



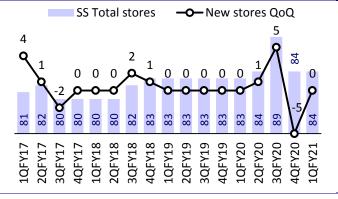
Source: MOFSL, Company

Exhibit 10: Beauty store count flat at 132



Source: MOFSL, Company

Exhibit 11: Total departmental store count flat at 84



Source: MOFSL, Company

Financials and valuations – standalone

Y/E March
Change (%) 12.1 10.3 8.7 -1.6 -3.1 -2.9 -37.3 Raw Materials 18,764 20,679 22,874 22,134 20,272 19,676 13,247 22 22,675 2,735 3,013 3,145 3,219 3,058 211 3,058 22,270 2,455 2,735 3,013 3,145 3,219 3,058 211 2,000 2,00
Raw Materials
Employees Cost
Lease Rentals
Other Expenses 4,644 5,239 5,467 5,054 5,000 4,860 3,179 Total Expenditure 28,531 31,502 34,555 33,79 32,280 28,315 15,695 % of Sales 93.8 93.9 94.7 92.7 83.7 92.9 EBITOA 1,889 2,046 1,925 2,116 2,533 5,494 1,500 Margin (%) 6.2 6.1 5.3 5.9 7.3 16.3 7.1 Depreciation 858 977 1,155 1,194 1,351 4,392 4,056 BBIT 1,031 1,070 770 997 1,182 1,102 -2,556 Int. and Finance Charges 512 572 585 362 124 1,944 2,200 Other Income 177 302 296 160 179 335 147 PBT beft EO Exp. 696 801 481 796 1,237 -507 -4,609
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Adjusted PAT 407 -9 -677 765 1,001 -1,609 -3,976 Change (%) 12.1 -102.3 7,183.7 -213.0 30.8 -260.8 147.1 Margin (%) 1.3 0.0 -1.9 2.1 2.9 -4.8 -18.8 Standalone - Balance Sheet (II Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E Equity Share Capital 417 417 418 440
Change (%) 12.1 -102.3 7,183.7 -213.0 30.8 -260.8 147.1 Margin (%) 1.3 0.0 -1.9 2.1 2.9 -4.8 -18.8 Standalone - Balance Sheet (II Y/E March FY15 FY16 FY17 FY18 FY19 FY20 FY21E Equity Share Capital 417 417 418 440 440 440 440 440 70 140 440 70 1,366 -2,610 -3,050 8,051 8,759 8,74 9,776 1,366 -2,610 -2,610 -2,610 -2,610 -2,611 -2,611 -2,621 -2,641 -2,641 -2,641 -2,641 -2,641 -2,641 -2,641
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Total Reserves 7,236 7,369 7,190 9,094 9,337 926 -3,050 Net Worth 7,653 7,786 7,608 9,534 9,776 1,366 -2,610 Total Loans 5,184 5,898 5,759 874 0 1,237 8,237 Lease Liabilities 20,678 20,678 2 20,678 2 Deferred Tax Liabilities 96 -36 -43 -198 -320 -2,641 -2,641 Capital Employed 12,932 13,649 13,324 10,210 9,457 20,640 23,664 2 Gross Block 9,684 7,165 8,125 9,282 10,103 27,331 28,152 2 Less: Accum. Deprn. 3,721 850 1,772 2,804 4,155 8,547 12,603 1 Net Fixed Assets 5,963 6,315 6,353 6,478 5,948 18,784 15,549 1 Right to use assets 13,257 13,257 <
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Curr. Assets, Loans&Adv. 7,732 8,421 7,712 7,592 15,199 16,727 20,457 2
Inventory 3,296 3,859 3,528 3,284 10,535 12,239 10,162 1
Account Receivables 223 237 357 437 444 351 220
Cash and Bank Balance 49 53 50 52 167 13 7,751
Loans and Advances 4,164 4,272 3,777 3,818 4,052 4,125 2,325
Curr. Liability & Prov. 4,971 5,420 4,990 7,218 14,977 17,370 14,842 1
Account Payables 3,314 3,706 3,302 4,886 12,542 14,967 12,702 1
Other Current Liabilities 1,540 1,652 1,617 2,252 2,341 2,295 2,032
Provisions 118 62 72 79 93 108 108
Net Current Assets 2,762 3,000 2,722 374 222 -643 5,615 Appl. of Funds 12,932 13,649 13,324 10,210 9,457 20,640 23,664 2

E: MOFSL Estimates

Financials and valuations – standalone

Ratios								
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Basic (INR)								
EPS	4.6	-0.1	-7.7	8.7	11.4	-18.3	-45.2	-14.9
Cash EPS	14.4	11.0	5.4	21.4	26.7	31.6	0.9	29.4
BV/Share	87.0	88.5	86.5	108.4	111.1	15.5	NM	NM
DPS	0.7	0.7	0.7	0.8	0.8	0.0	0.0	0.0
Payout (%)	18.5	32.9	-37.8	67.8	9.8	0.0	0.0	0.0
Valuation (x)								
P/E	37.1	NM	NM	19.7	15.1	NM	NM	NM
Cash P/E	11.9	15.6	31.6	8.0	6.4	5.4	190.2	5.8
P/BV	2.0	1.9	2.0	1.6	1.5	11.0	NM	NM
EV/Sales	0.7	0.6	0.6	0.4	0.4	0.5	0.7	0.5
EV/EBITDA	10.7	10.2	10.8	7.5	5.9	3.0	10.4	3.2
Dividend Yield (%)	0.4	0.4	0.4	0.4	0.4	0.0	0.0	0.0
FCF per share	1.5	2.2	5.8	23.2	11.1	43.9	30.9	40.3
Return Ratios (%)								
RoE	5.5	NM	NM	8.9	10.4	NM	NM	NM
RoCE	5.7	4.2	NM	3.9	8.6	46.3	NM	10.5
RoIC	7.4	4.9	NM	5.0	11.8	18.2	NM	3.3
Working Capital Ratios								
Fixed Asset Turnover (x)	3.1	4.7	4.5	3.9	3.4	1.2	0.8	1.0
Asset Turnover (x)	2.4	2.5	2.7	3.5	3.7	1.6	0.9	1.3
Inventory (Days)	40	42	35	33	110	132	175	150
Debtor (Days)	3	3	4	4	5	4	4	4
Creditor (Days)	40	40	33	50	132	162	219	190
Leverage Ratio (x)	4.6	4.6				4.0		
Current Ratio	1.6	1.6	1.5	1.1	1.0	1.0	1.4	1.4
Interest Cover Ratio	2.0 0.1	1.9	1.3	2.8	9.5	0.6	-1.2	0.2
Net Debt/Equity	0.1	0.2	0.2	-0.2	-0.3	-0.6	NM	NM
Standalone - Cash								(INR M)
Flow Statement								(,
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
OP/(Loss) before Tax	696	801	481	796	1,237	-707	-4,609	-1,752
Depreciation	858	977	1,155	1,119	1,351	4,392	4,056	3,894
Interest & Finance Charges	512	572	585	362	124	1,944	2,200	2,450
Direct Taxes Paid	-243	-437	-237	-356	-565	-422	633	441
(Inc)/Dec in WC	-378	-137	-264	1,341	-24	538	1,410	36
CF from Operations	1,445	1,775	1,720	3,261	2,124	5,745	3,689	5,069
Others	-145	-147	-150	-43	-24	-101	-147	-164
CF from Operating incl EO	1,299	1,628	1,570	3,218	2,100	5,644	3,543	4,905
(Inc)/Dec in FA	-1,166	-1,431	-1,063	-1,179	-1,123	-1,786	-821	-1,363
Free Cash Flow	133	196	506	2,039	977	3,858	2,721	3,542
(Pur)/Sale of Investments	-189	-220	-502	456	-224	-1,033	0	0
Others	-99	28	725	1,128	36	1,321	1,553	1,462
CF from Investments	-1,454	-1,624	-841	405	-1,311	-1,498	732	99
Issue of Shares		22	9	1,814	11	0	0	0
issue of Stiates	41	22			200	-400	7,000	0
Inc/(Dec) in Debt	41 671	717	-140	-4,062	-398	-400	7,000	
			-140 -581	-4,062 -378	-398 -124	-1,944	-2,200	-2,450
Inc/(Dec) in Debt	671	717						-2,450 0
Inc/(Dec) in Debt Interest Paid	671 -506	717 -574	-581	-378	-124	-1,944	-2,200	
Inc/(Dec) in Debt Interest Paid Dividend Paid	671 -506 -73	717 -574 -75	-581 0	-378 -75	-124 -80	-1,944 -80	-2,200 0	0
Inc/(Dec) in Debt Interest Paid Dividend Paid Others	671 -506 -73 0	717 -574 -75 -72	-581 0 0	-378 -75 0	-124 -80 0	-1,944 -80 -1,809	-2,200 0 0	0
Inc/(Dec) in Debt Interest Paid Dividend Paid Others CF from Fin. Activity	671 -506 -73 0	717 -574 -75 -72 18	-581 0 0 - 712	-378 -75 0 -2,701	-124 -80 0 - 591	-1,944 -80 -1,809 -4,232	-2,200 0 0 4,800	0 0 - 2,450

Financials and valuations – consolidated

Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Total Income from Operations	42,869	44,320	49,101	36,967	35,779	34,639	22,684	29,780
Change (%)	13.5	3.4	10.8	-24.7	-3.2	-3.2	-34.5	31.3
Raw Materials	26,925	28,632	31,892	22,679	20,782	20,065	14,006	17,296
Employees Cost	3,157	3,330	3,886	3,157	3,296	3,346	3,244	3,420
Lease Rentals	0	0	0	4,188	4,045	660	211	231
Other Expenses	10,107	10,566	11,581	4,828	5,199	5,053	3,678	4,355
Total Expenditure	40,189	42,529	47,359	34,852	33,323	29,124	21,140	25,302
% of Sales	93.7	96.0	96.5	94.3	93.1	84.1	93.2	85.0
EBITDA	2,680	1,791	1,743	2,115	2,457	5,515	1,544	4,478
Margin (%)	6.3	4.0	3.5	5.7	6.9	15.9	6.8	15.0
Depreciation	1,253	1,297	1,510	1,149	1,406	4,504	4,167	4,006
EBIT	1,427	494	233	966	1,051	1,011	-2,623	472
Int. and Finance Charges	781	848	874	377	138	1,973	2,215	2,465
Other Income	133	285	188	180	187	342	129	146
PBT bef. EO Exp.	778	-69	-453	769	1,099	-620	-4,709	-1,847
EO Items	0	0	-128	2,160	0	-97	0	0
PBT after EO Exp.	778	-69	-581	2,929	1,099	-716	-4,709	-1,847
Total Tax	288	334	203	176	449	704	-1,283	-503
Tax Rate (%)	37.0	-482.1	-34.9	6.0	40.9	-98.3	27.3	27.3
Minority Interest	66	-427	-411	-297	0	0	0	0
Loss from discontinued operations	0.1	0.1	-0.1	-608.2	-0.1	0.0	0.0	0.0
Reported PAT	424	24	-373	2,442	650	-1,420	-3,426	-1,343
Adjusted PAT	424	24	-200	1,020	650	-1,229	-3,426	-1,343
Change (%)	-723.7	-94.3	-925.4	-610.6	-36.3	-289.1	178.7	-60.8
Margin (%)	1.0	0.1	-0.4	2.8	1.8	-3.5	-15.1	-4.5
Consolidated - Balance Sheet								(INR M)
Y/F March	FY15	FY16	FY17	FY18	FY19	FY20	FY21F	FY22F

Consolidated - Balance Sheet								(INR M)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Equity Share Capital	417	417	418	440	440	440	440	440
Total Reserves	4,867	4,734	4,375	8,605	8,707	226	-3,199	-4,543
Net Worth	5,284	5,151	4,792	9,044	9,147	666	-2,759	-4,103
Minority Interest	261	-12	52	0	0	0	0	0
Total Loans	7,512	8,290	8,851	1,253	322	1,555	8,559	8,559
Lease Liabilities						20,894	20,894	20,894
Deferred Tax Liabilities	96	-36	-43	-198	-320	-2,641	-2,641	-2,641
Capital Employed	13,153	13,393	13,652	10,100	9,149	20,474	24,053	22,710
Gross Block	13,162	8,954	9,749	8,687	9,514	26,974	27,562	28,925
Less: Accum. Deprn.	5,151	861	1,501	2,057	3,463	7,967	12,062	15,996
Net Fixed Assets	8,012	8,093	8,248	6,630	6,050	19,007	15,500	12,929
Right to use assets						13,422	13,422	13,422
Goodwill on Consolidation	1,019	976	976	97	97	0	0	0
Capital WIP	276	333	200	182	351	444	444	444
Total Investments	0	390	199	2,825	2,584	1,905	1,905	1,905
Curr. Assets, Loans&Adv.	10,509	10,489	10,898	7,946	15,354	16,811	22,286	23,375
Inventory	5,063	5,792	5,776	3,563	10,719	12,392	10,358	11,796
Account Receivables	1,015	519	568	477	472	341	215	293
Cash and Bank Balance	199	103	76	60	174	44	9,647	9,846
Loans and Advances	4,231	4,075	4,478	3,845	3,988	4,035	2,065	1,440
Curr. Liability & Prov.	6,661	6,889	6,869	7,578	15,286	17,694	16,082	15,943
Account Payables	4,688	4,944	4,908	5,191	12,771	15,219	14,034	16,025
Other Current Liabilities	1,844	1,863	1,861	2,305	2,418	2,364	1,936	-81
Provisions	130	81	100	82	97	111	112	0
Net Current Assets	3,847	3,601	4,029	367	68	-882	6,204	7,432
Appl. of Funds	13,153	13,393	13,653	10,100	9,149	20,474	24,053	22,710

E: MOFSL Estimates

Financials and valuations - consolidated

Ratios								
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
Basic (INR)	1113	1110	1117	1110	1113	1120	IIZIL	IIZZL
EPS	5.1	0.3	-2.4	12.2	7.8	-14.7	-41.0	-16.1
Cash EPS	20.1	15.8	15.7	26.0	24.6	39.2	8.9	31.9
BV/Share	63.3	61.7	57.4	108.3	109.5	8.0	NM	NM
DPS	0.7	0.7	0.8	0.8	0.8	0.0	0.0	0.0
Payout (%)	17.7	310.3	-20.2	3.2	11.9	0.0	0.0	0.0
Valuation (x)			-					
P/E	33.8	592.0	NM	14.0	22.0	NM	NM	NM
Cash P/E	8.5	10.8	10.9	6.6	7.0	4.4	19.3	5.4
P/BV	2.7	2.8	3.0	1.6	1.6	21.5	NM	NM
EV/Sales	0.5	0.5	0.5	0.4	0.4	0.5	0.6	0.5
EV/EBITDA	8.1	12.6	13.3	7.7	6.2	3.0	9.1	3.1
Dividend Yield (%)	0.4	0.4	0.4	0.4	0.4	0.0	0.0	0.0
FCF per share	-6.2	-2.0	-5.7	20.9	14.8	44.9	53.2	28.6
Return Ratios (%)								
RoE	8.3	0.5	NM	14.7	7.1	NM	NM	NM
RoCE	8.1	34.6	4.2	9.0	7.4	16.5	NM	1.7
RoIC	7.6	22.8	2.4	9.0	9.5	16.6	NM	3.0
Working Capital Ratios								
Fixed Asset Turnover (x)	3.3	4.9	5.0	4.3	3.8	1.3	0.8	1.0
Asset Turnover (x)	3.3	3.3	3.6	3.7	3.9	1.7	0.9	1.3
Inventory (Days)	43	48	43	35	109	131	167	145
Debtor (Days)	9	4	4	5	5	4	3	4
Creditor (Days)	40	41	36	51	130	160	226	196
Leverage Ratio (x)								
Current Ratio	1.6	1.5	1.6	1.0	1.0	1.0	1.4	1.5
Interest Cover Ratio	1.8	0.6	0.3	2.6	7.6	0.5	-1.2	0.2
Net Debt/Equity	1.4	1.5	1.8	-0.2	-0.3	30.8	NM	NM
Consolidated - Cash Flow Statement								(INR M)
Y/E March	FY15	FY16	FY17	FY18	FY19	FY20	FY21E	FY22E
OP/(Loss) before Tax	778	-95	-581	2,320	1,099	-716	-4,709	-1,847
Depreciation	1,253	1,297	1,187	1,149	1,406	4,504	4,167	4,006
Interest & Finance Charges	781	848	600	377	138	1,973	2,215	2,465
Direct Taxes Paid	-231	-425	-241	-356	-449	-424	1,283	503
(Inc)/Dec in WC	-1,499	-69	-502	1,749	291	616	2,518	-1,030
CF from Operations	1,083	1,556	462	5,239	2,485	5,953	5,474	4,098
Others	24	-3	178	-2,258	-187	-191	-129	-146
CF from Operating incl EO	1,107	1,554	640	2,981	2,299	5,761	5,345	3,951
(Inc)/Dec in FA	-1,624	-1,722	-1,114	-1,141	-996	-1,810	-660	-1,435
Free Cash Flow	-517	-169	-474	1,840	1,303	3,952	4,685	2,517
(Pur)/Sale of Investments	0	0	0	644	241	-1,078	0	0
Others	49	35	1,333	536	577	1,698	1,781	1,798
CF from Investments	-1,576	-1,687	218	39	-178	-1,189	1,121	364
Issue of Shares	41	25	9	1,814	-547	0	0	0
Inc/(Dec) in Debt	1,079	874	13	-3,178	-931	-422	7,005	0
Interest Paid	-774	-850	-597	-416	-138	-1,973	-2,215	-2,465
Dividend Paid	-73	-151	0	-75	0	-80	0	0
Others	182	207	476	145	0	-1,857	0	0
CF from Fin. Activity	455	105	-98	-1,710	-1,616	-4,332	4,790	-2,465
Inc/Dec of Cash	-14	-28	760	1,310	504	240	11,256	1,850
Opening Balance	210	132	-684	-1,250	-330	-196	-1,609	7,995
Closing Balance	196	104	76	60	175	43	9,647	9,846

Explanation of Investment Rating				
Investment Rating	Expected return (over 12-month)			
BUY	>=15%			
SELL	<-10%			
NEUTRAL	< - 10 % to 15%			
UNDER REVIEW	Rating may undergo a change			
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation			

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